

Information / Discussion Paper

Overview & Scrutiny

Monday 30th October 2023

CBC Performance Report 2023

This note contains the information to keep Members informed of matters relating to the work of the Committee, but where no decisions from Members are needed

1. Why has this come to scrutiny?

1.1 For information.

2. Summary of the Issue

2.1 In 2020 CBC started to introduce some wider performance indicators to monitor organisational performance. Previous performance monitoring had been mostly qualitative in nature leading to the possibility of subjective interpretation of performance. During 21/22 Managers were asked to pull together a set of indicators for their service that could demonstrate how it was performing.

2.2 Managers were asked to consider the data they took into account when making decisions for their service when selecting their performance indicators.

2.3 A list of indicators were produced and monitored quarterly and the 21/22 Performance report was presented to Overview and Scrutiny last year.

2.4 The indicators were reviewed and adjusted and then monitored quarterly during last year.

3. Summary of evidence/information

3.1 The end of year performance report for 22/23 is attached as a supporting paper.

3.2 The report this year contains performance information for each quarter and in

most cases a comment from the relevant Service Manager.

- 3.3. Overall the performance in most areas has exceeded targets but there are a number of areas where performance has fallen below target and these include:

MTFS – A difficult year with excessive energy costs meant that we were not able to deliver all the savings identified. Work has been undertaken with Managers and the Cabinet to rectify the situation for the coming year.

Exit Interviews – Few exit interviews were undertaken during the year due to refusals. The new inhouse HR team understand the importance of gathering exit information and are working to achieve a higher performance level.

Marketing Cheltenham – Income was down due to the fact we did not have the ice rink in place as anticipated over the Christmas Period. For 2023/24 an Ice Rink has been procured and tickets are Plans are in place to achieve income in this area for the coming year.

Complaints Upheld – Just over half of the complaints that were upheld or partially upheld were complaints regarding Ubico that had either been escalated from the cleansing team or which met the criteria for a corporate complaint. The remainder of the upheld/partially upheld complaints were spread evenly across all service areas with no one area highlighted area for concern.

4. Next Steps - possible next steps for the committee to consider e.g. potential witnesses, further report, site visit etc.

- 4.1 What has been clear over the past few years is the journey to embedding an effective PI framework has not quite been as fast as anticipated but we are making progress.
- 4.2 Real cultural change always takes time and with the PI selection for this year we are starting to see a more mature, data aware approach demonstrating a difference in understanding from previous years.

Background Papers

CBC End of Year Performance Scorecard March 2022/23

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Cheltenham Borough Council - End of Year Performance Scorecard - March 2023

Business unit	Perspective	KPI	F	Q1 - June	Q2 - Sept	Q3 - Dec	Q4 - March	YEAR - 23	Target dir.	Target	Status	Comment
Bereavement Services	Financial	10274 : Bereavement Services - Income generated against target	Q	£534,407	£580,715	£561,608	£666,787	£2,343,517	>=	£1,748,796	✔	We had an ambitious target and we did not see the usual seasonal shift – usually expected at that time of the year - expected to drive income levels closer to the service income target.
Building Control	Financial	10161 : Building Control Service - Total market share	M	68%	68%	62%	62%	65%	>=	65%	✔	Really pleased to see that the market share target has been achieved given the global financial difficulties that effect the construction industry and the competitive nature of those companies competing to undertake the building control function
Client Management	Regulatory	10189 : H&S: % of H&S incidents reported within 24 hours	Q	100%	100%	100%	100%	100%	<<	100%	✔	Target met
		10187 : H&S: Number of reportable (RIDDOR) H&S incidents	Q	0	0	0	0	0	<<	0	✔	There have been no reportable health & safety incidents this year and the overall number of incidents has remained within acceptable limits. All requirements around the reporting of incidents, the timescale for investigations and the completion of remedial actions have been met.
Internal business		10085 : HR - Sickness: Number of FTE days lost to long term sickness	Q	78	37	121	111	347	<=	667	✔	Improvement from previous year showing decreasing impact of COVID.
		10084 : HR - Sickness: Number of FTE days lost to short term sickness	Q	103	70	142	152	467	<=	623	✔	Improvement from previous year showing decreasing impact of COVID.
		10135 : HR: Employee turnover for rolling year %	Q	19%	19%	16%	12%	16%	<>	18%	✔	No direction of travel is set because what gc looks like in terms of employee turnover has not been agreed. Therefore, a significant difference either side of the target will be reflected as red. in Q2, Q3 and Q4 the percentage of employee turnover was lower than the period target.
Innovation & Learning		10011 : ICT: % CBC Systems Uptime / Availability	Q	99.88	99.99	99.98	99.99	99.96	>=	99.8	✔	ICT CBC systems uptime/availability has been consistently high this year and has not dipped below 99/8% indicating that systems are both stable and resilient.
		10080 : ICT: Average time taken to respond to an ICT service request (hours)	Q	0.63	0.45	0.28	0.37	0.43	<=	2.00	✔	Response times have remained below target throughout the year.
		10086 : HR: Percentage of exit interviews offered and taken	Q	0%	11%	0%	11%	11%	>=	75.00 %	✘	There were 4 leavers during the quarter. 3 were voluntary redundancies and so an exit interview was not applicable. An interview was offered and taken up by the resignation leaver. This is a key area for improvement over the next year.
		10094 : RECRUITMENT: % of job offers accepted	Q	100%	100%	100%	100%	100%	<>	100 %	✔	All offered positions accepted which is a positive outcome for CBC.

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Business unit	Perspective	KPI	F	Q1 - June	Q2 - Sept	Q3 - Dec	Q4 - March	YEAR - 23	Target dir.	Target	Status	Comment
Commercial & Income Generation	Financial	10192 : CBC Website - Income made against target	Q	£565	£413	£599	£145	£1,722	>=	£1,725		The end of year performance position is 8.5% below target. This falls with the 10% tolerance set for the KPI. Considering period by period analysis, the set target was achieved on three occurrences. The best performance was achieved during the Christmas/New Year period, it's likely the corporate website received heavier traffic during this time due to the visitor economy. For 2023/24, the service should be extended to additional websites managed by the Council. The Head of Commercial & Income Generation is discussing opportunities with Marketing Cheltenham. The current Advertising & Sponsorship policy is under review and will seek to maximise the potential for income opportunities whilst ensuring that the Council's reputation is safeguarded.
Communities, Wellbeing & Partnerships	Customer	10022 : Number of Cheltenham Lottery tickets sold against target	M	1098	1094	1068	1074	1074	>=	1100		The number of lottery tickets sold has declined from 1133 in April 2022 to 1074 in March 2023. This decline to some degree will have been caused by the cost of living crisis and is shared amongst other lottery operators – eg National Lottery seeing a 7% decline due to cost of living. We had a big push to promote the Lottery to coincide with its third birthday in November 2022. The big push had a negligible impact on sales, and in fact ticket sales fell in December and January, but picked up again in February and March.
	Financial	10006 : Total External funding for NCLB	Q	£50,704	£65,024	£24,416	£7,975	£148,119	>=	£40,000		Over the period 2022/23, NCLB generated £148k of external funding; £9,466 from the Lottery, £5,700 from business sponsorship and £132,954 from the governments holiday activity and food programme.
Customer & Business Support	Regulatory	10254 : % - FOI requests responded to within timescale	Q	89%	94%	91%	95%	92%	>=	80%		Target achieved: Customer Relations have worked with service areas to help ensure information is provided within 20 day time limit to meet this target.
		10275 : Number of GDPR data incidents	M	3	1	3	1	8	<=	8		Matched target training to be provided for all staff 2023/4.
Customer & Business Support	Customer	10073 : % - Calls answered against target	M	92%	90%	86%	90%	90%	>=	90 %		On target throughout year. The performance figures for January 23 are a reflection of the increased call volumes regarding the extended Christmas and New Year waste and recycling catch up arrangements.

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Business unit	Perspective	KPI	F	Q1 - June	Q2 - Sept	Q3 - Dec	Q4 - March	YEAR - 23	Target dir.	Target	Status	Comment
		10256 : Number of complaints referred to and investigated by the LGO	A					0	<=	3	✔	8 Complainants contacted LGO regarding CBC: 2 were not investigated as the complainant had complained to the wrong body (HO and ICO), 5 were not investigated because there is no evidence of fault by the Council. In one case the investigation was ended as the LGO was unlikely to find fault by the council.
	Innovation & Learning	10255 : % - CBC complaints upheld or partially upheld (excludes Service Level Ubico Complaints)	A					33%	<=	10%	✘	Total complaint Upheld and partially upheld was 39, this is 22% of the total 180 corporate complaints recorded this year. Just over half of the complaints that were upheld or partially upheld were complaints regarding Ubico, that had either been escalated from the cleansing team or which met the criteria for a corporate complaint. The remainder of the upheld/partially upheld complaints were spread evenly across all service areas with no highlighted area for concern. Note from Clearview: Target is set at 10% of complaints being upheld or partially upheld. Green tolerance is set at 12% and amber tolerance at 15%. This is a best guess of what is reasonable and will be monitored.
Elections & Registration	Regulatory	10338 : % of households registered to vote	Q	90.57%	89.94%	89.94%	90.75%	90.75%	>=	86.00	✔	Performance as expected. Quarter 1 and quarter 4 have a higher % of properties with registered electors as a result of the annual canvass and sending of household notification letters to properties that were unoccupied during annual canvass
Enforcement	Regulatory	10340 : Number of household made safer as a direct result of council action	Q	157	215	233	98	703	>=	750	✘	Reduced quarter 4 performance due to improvement time lag and the Homes for Ukraine inspections, performance should improve in the 1st quarter 23/24.
	Internal business	10143 : Number of mandatory HMO licensing Inspections	Q	32	30	35	68	165	>=	120	✔	HFU (refugee inspections) are having an impact on this performance.
	Customer	10145 : Number of people able to stay in their homes as a direct result of council DFG funding	Q	11	17	11	19	58	>=	60	✔	No note added.
Environmental Services	Customer	10234 : Total assisted misses	Q	121	58	9	98	286	<=	600	✔	The number of missed assisted collections had been higher than expected, work has taken place to reduce this significantly. The target set was not as challenging as it could have been but overall the number of missed assisted collections has reduced for the first 3 quarters with the last quarter showing an increase following the introduction of new technology.

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Business unit	Perspective	KPI	F	Q1 - June	Q2 - Sept	Q3 - Dec	Q4 - March	YEAR - 23	Target dir.	Target	Status	Comment
		10235 : Total Missed Bins	Q	1,002	1,127	867	1,123	4,119	<=	3,600	✘	The number of missed bins has not reduced in line with the target which was lowered when new technology was introduced. Work is taking place to reduce the number of missed collections and enhance the system following work on a snagging list. Overall the % accuracy of collections shows the service is performing well.
Finance, Assets & Regeneration Directorate	Financial	10203 : % of Debt outstanding for more than 90 days	Q	7%	4%	11%	6%	6%	<=	5%	✘	At Q3 CBC held some large debts with some of its customers these went past 90+ days overdue. Lots of work was undertaken by the Accounts Receivable team and service managers to reduce this down for 6% from 11% by the end of Q4. Work in progress expecting to drop back down below 5% for the start of 2023/24
		10202 : % of invoices paid within 30 days	Q	96%	93%	97%	98%	96%	>=	75%	✔	On Target throughout the year.
		10341 : MTFS Savings 22/23	Q	29%	49%	54%	54%	54%	>=	75%	✘	Not all of the MTFS savings were delivered in the year of the original savings target of £1.5m, £0.81m was achieved. The MTFS was revised in February 2023 for 23/24 financial year factoring in what was achieved in 2022/23.
		10200 : Percentage of Rent collected on CBC Investment Properties	Q	100%	100%	100%	100%	100%	>=	100%	✔	On Target throughout the year.
Green Space Development	Financial	10210 : Income from land hire fees against target	Q	£26,220	£6,586	£4,670	£14,562	£52,038	>=	£35,000	✔	Late applications for Xmas events exceeded expected land hire fees for the year
	Customer	10194 : Number of parks awarded a Green Flag	A					6	>=	6	✔	Six parks successfully retained their green flag status. Hatherley, Springfields, Montpellier, Pittville, Naunton and Winston Churchill Gardens
		10034 : % - Satisfaction with parks and open spaces provided by the Council	A					88%	>=	80%	✔	Satisfaction ratings exceeded expectation reflecting the high quality of green space maintenance and management
	Financial	10208 : Income from cafe and concession contracts against target	A					£23,364	>=	£23,364	✔	Commission invoices were raised and paid as required under the concession contract with In The Park Ltd

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Housing Services	Customer	10343 : Number of Affordable homes delivered	Q	9	11	15	30	65	>=	80	✘	This has been a challenging year, with actual delivery falling short of expected delivery as anticipated at the start of the financial year. Bromford were the main delivery providers during 22/23, however they have experienced delays on their sites owing to a range of issues, such as: infrastructure delays, shortage of labour and high staff turnover, as well as procurement challenges. Similar delays have also been experienced in the private sector. However, these homes are not 'lost' – just delayed - they will be carried forward into the new financial year. CBH's contribution to affordable housing this year is entirely through acquisitions from the open market (target of 25). CBH managed 17 acquisitions owing to a highly competitive market place (high demand and shortage of properties).
		10278 : Number of homelessness acceptances	Q	4	17	12	18	51	<=	40	✔	There has been a 20% increase in homelessness applications during 22/23 compared with the previous year, in part due to a high number of evictions from the private rented sector (this is the main reason for homelessness). Rents in PRS have increased significantly over the last year, whilst local housing allowance (government rent subsidy for low income households) has remain fixed. The result is that many local income households have few options other than to rely on affordable housing provided by RPs and CBC, ultimately resulting in a full statutory duty being owed (i.e. a 'homelessness acceptance').
		10280 : Number of homelessness preventions and reliefs	Q	66	78	70	74	288	>=	240	✔	Despite the challenging housing market there continue to be a high number of successful homelessness preventions. These include negotiating and working with landlords, supporting Ukrainian households, helping prevent breakdown of relationships in high supported accommodation, and by accessing social housing.

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		10279 : Number of rough sleepers	Q	6	12	2	5	5	<=	5	✔	Whilst numbers have remained largely on target at the end of each quarter, more often than not, the numbers of rough sleepers in Cheltenham at any one time is usually greater than our target of 5. Numbers are monitored and reported on each week, with many supported off the street only to be replaced with new rough sleepers. Numbers generally range between 4 and 11 at any one time. There are a high number of entrenched rough sleepers within this cohort, and movement is often fluid across the county. There is a strong partnership framework across Gloucestershire and £1m/year in joint contracts to help people off the streets. This work continues to be highly challenging with a range of housing and support options necessary to help keep the number of rough sleepers in Cheltenham relatively stable, owing to individuals having longstanding drug and alcohol issues, coupled with mental ill-health; and for entrenched rough sleepers, often relating to childhood trauma.
		10277 : Numbers in temporary accommodation	Q	18	17	17	20	20	<=	20	✔	In spite of the above challenges, the Housing Options Service have managed to buck the national trend in keeping the number of households in TA within target at the end of each quarter. However, there are more placements in emergency accommodation, with numbers increasing by 30% in 22/23 compared with 21/22. This in turn has an impact on budgets (though at present this is being managed as a result of increases in the government's homelessness prevention grant, alongside 'windfall' (i.e. unexpected) grant payments from the government).
Licensing	Financial	10298 : Licencing revenue against target	Q	£100,802	£109,333	£156,637	£82,220	£448,992	>=	£360,000	✔	No note.
Parking Services	Financial	10288 : Parking Income against target	Q	£944,649	£945,018	£1,099,612	£1,036,585	£4,025,864	>=	£4,478,280	✘	No note.
Planning	Regulatory	10357 : 19 : Percentage of all applications determined within time	Q	92%	91%	91%	88%	90%	>=	80%	✔	No note.
		10356 : 19 : Percentage of all Majors determined within 13 weeks (including EOT and PPAs)	Q	75%	78%	71%	61%	71%	>=	75%	✘	No note.
		10355 : 19 : Percentage of all Minors, Householders and others determined within 8 weeks	Q	75%	74%	74%	73%	74%	>=	80 %	✘	No note.
Public & Environmental Health	Regulatory	10319 : Number of Incidents of Graffiti	Q	52	44	49	80	225	><	120	✘	No note.

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		10313 : Total number of Fly Tipping on Public Land	Q	No note	347	258	359	1,620	<=	720		No note.
Revenues & Benefits	Financial	10069 : % - Council Tax Collection Rate	M	29.45%	57.39%	84.83%	98.23%	98.23%	>=	98%		In view of the cost of living crisis this is an excellent result and reflects the hard work done by the council tax team to engage with council tax payers struggling to pay.
		10071 : % - Business Rates Collection rate	M	35.08%	60.43%	83.69%	98.31%	98.31%	>=	98%		This is an excellent result and reflects the hard work done by the business rates team working with businesses recovering from the effects of the pandemic.
	Customer	10070 : % of council tax payers registered for paperless billing	M	21%	22%	22%	23%	23%	>=	23%		We now have towards 25% of council tax payers choosing to receive their bills electronically rather
		10261 : % of CT/NDR customers with a registered self service account	M	19%	21%	22%	24%	24%	>=	21%		Nearly 25% of Revenues and Benefit customers have now registered for the self service portal. They can view the council tax or business rate account details and benefits claim. They can view and download bills, documents and notify or request changes.
		10262 : Number of R&B forms completed via the Civica system	M	3,278	3,190	2,781	3,952	13,201	>=	12,500		A significant portion of information is now received by the Revenues and Benefits team via the digital forms. They are used by customer registered for the self service portal but can be accessed on the Council's website without registering on the portal.
Chief Executive	Internal business	10037 : % - Resident satisfaction with the way Cheltenham Borough Council runs things	A					63%	>=	60%		Target exceeded.
Marketing Cheltenham	Financial	10127 : Annual Value of Visitor Economy (visitor spend)	A					£121,940,000		£76,290,000		Total value of visitor spend in 2021 (latest available figures) was £121,940,000. This was in a year which was impacted by Covid 19 with reduced visitor travel globally and lockdowns. This compares to a figure of £76,290,000 in 2020.
		10129 : Businesses Members of Marketing Cheltenham	A					504		448		504 Marketing Cheltenham members at 31/3/2023 consisting of: 56 direct members / partners. 421 affiliated members (membership paid by Cheltenham BID and TURF Cheltenham). These members get a discounted rate and a reduced package of benefits. 27 upgraded members (TURF or BID affiliate members who pay an upgrade fee to access additional membership benefits).

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		10131 : Marketing Cheltenham Commercial Income.	A					£195,716	303,762		✘	The actual commercial income target for Marketing Cheltenham included £395,000 for the ice rink, which did not happen for reasons outside of the team's control. The actual income achieved includes a Visit England grant of £80,000 which was fully spent on activity. Therefore, disregarding these two items, the figures are: Budgeted Target: £218,179 Actual: £195,716. This results in the income achieved being £22,463 lower than the budgeted target, but considerable success has been achieved in delivering the commercialisation of roundabouts advertising and lamppost banner advertising. In addition, the team have sold several promotional opportunities to members and non-members, including paid newsletters and digital packages. This will be developed further in 2023-24.
		10251 : Visit Cheltenham Website Visitors	A					1,044,544	1,239,670		✘	1,044,544 website impressions in 2022-23 compared to 1,239,670. The difference can be somewhat accounted for by the lack of ice rink and big screen in 2022-23, both of which delivered significant visitor numbers in 2021
		10128 : Visitors (staying and day)	A					1,765,000	1,133,500		✔	Total visitors staying and day in 2021 = 1,765,000 compared to 1,133,500 in 2020. Both years impacted by Covid and significant reduction in visitor trips globally but shows an improving trend.